

Minutes of the meeting of the Board of Directors of the Cook County Health and Hospitals System held Friday, March 29, 2012 at the hour of 7:30 A.M. at 1900 West Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Acting Chairman Ramirez called the meeting to order.

Present: Acting Chairman Jorge Ramirez and Directors David A. Ansell, MPH; Hon. Jerry Butler; David Carvalho; Quin R. Golden; Benn Greenspan, PhD, MPH, FACHE; Sister Sheila Lyne, RSM; Luis Muñoz, MD, MPH; and Ruth M. Rothstein (9)

Absent: Chairman Warren L. Batts and Director Heather E. O'Donnell, JD, LLM (2)

Additional attendees and/or presenters were:

Sheila Atkins – Cook County Office of Capital Planning and Policy  
Gina Besenhofer – System Director of Supply Chain Management  
Matt Bickel – Wold Architects and Engineers  
Cathy Bodnar – System Chief Compliance Officer  
Shirley Bomar-Cole - System Deputy Chief Operating Officer  
Jim DeLisa – System Director of Plant Operations  
Patrick T. Driscoll, Jr. – State's Attorney's Office  
Sylvia Edwards – Oak Forest Health Center  
Helen Haynes – System Associate General Counsel  
Gladys Lopez - System Interim Director of Human Resources

Terry Mason, MD – System Chief Medical Officer  
Lisa Meador – Deputy Chief of Labor Relations, Cook County Bureau of Human Resources  
Maureen O'Donnell – System Interim Chief Human Resource Officer and Chief, Cook County Bureau of Human Resources  
Ram Raju, MD, MBA, FACS, FACHE – Chief Executive Officer  
Elizabeth Reidy – System General Counsel  
Deborah Santana – Secretary to the Board  
Tom Schroeder – System Director of Internal Audit  
Joy Wykowski – Chief of Staff to the Chief Executive Officer

## **II. Public Speakers**

Acting Chairman Ramirez asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered speakers:

1. Omar Gobby Interpreter, John H. Stroger, Jr. Hospital of Cook County
2. George Blakemore Concerned Citizen

## **III. Board and Committee Reports**

### **A. Minutes of the Board of Directors Meeting, February 24, 2012**

Director Butler, seconded by Director Muñoz, moved the approval of the minutes of the Board of Directors Meeting of February 24, 2012. THE MOTION CARRIED UNANIMOUSLY.

### **B. \*\*Minutes of the Audit and Compliance Committee Meeting, March 6, 2012**

Note: this item was considered following the adjournment of closed session.

Director Muñoz, seconded by Director Golden, moved the approval of the minutes of the Audit and Compliance Committee Meeting of March 6, 2012. THE MOTION CARRIED UNANIMOUSLY.

**III. Board and Committee Reports (continued)**

**C. Minutes of the Quality and Patient Safety Committee Meeting, March 20, 2012**

Director Ansell, seconded by Director Butler, moved the approval of the minutes of the Quality and Patient Safety Committee Meeting of March 20, 2012. THE MOTION CARRIED UNANIMOUSLY.

**D. \*\*Minutes of the Human Resources Committee Meeting, March 23, 2012**

Note: this item was considered following the adjournment of closed session.

Director Lyne, seconded by Director Muñoz, moved the approval of the minutes of the Human Resources Committee Meeting of March 23, 2012. THE MOTION CARRIED UNANIMOUSLY.

**E. Minutes of the Finance Committee Meeting, March 23, 2012**

Director Carvalho, seconded by Director Butler, moved the approval of the minutes of the Finance Committee Meeting of March 23, 2012. THE MOTION CARRIED UNANIMOUSLY.

Director Carvalho re-stated his PRESENT votes on request numbers 2, 3 and 4, under the Contracts and Procurement Items contained within the minutes.

**IV. Action Items**

**A. Contracts and Procurement Items**

There were no Contracts and Procurement Items presented for the Board's consideration.

**B. Proposed Resolution – celebrating March 30<sup>th</sup> as National Doctors Day (Attachment #1)**

Dr. Ram Raju, Chief Executive Officer, introduced the item and read the Resolution into the record.

Director Rothstein, seconded by Director Muñoz, moved the approval of the proposed Resolution celebrating March 30<sup>th</sup> as National Doctors Day. THE MOTION CARRIED UNANIMOUSLY.

**C. Any items listed under Sections III, IV and VII**

**IV. Action Items (continued)**

**D. Proposed Collective Bargaining Agreement with the Cook County Pharmacy Association, Chicago Joint Board, Retail, Wholesale and Department Store Union, AFL-CIO-CLC Local 200 (RWDSU Local 200) representing the Health and Hospitals System Administrative Assistants IIIIs and IVs (reviewed at the Human Resources Committee Meeting on March 23, 2012)**

Note: this item was considered following the adjournment of closed session.

Director Rothstein, seconded by Director Butler, moved the approval of the proposed Collective Bargaining Agreement. THE MOTION CARRIED.

Acting Chairman Ramirez voted PRESENT.

**E. Request to Execute Data Sharing Agreement between the Illinois Department of Human Services and the County of Cook/Cook County Health and Hospitals System**

Gina Besenhofer, System Director of Supply Chain Management, presented the request for the Board's consideration. Dr. Raju provided additional information regarding the request; he stated that this data sharing agreement will allow the System to have access to the State's database for Medicaid applications, in order to monitor the approval process of pending Medicaid applications submitted by the System.

Director Lyne, seconded by Director Rothstein, moved the approval of the request to execute the Data Sharing Agreement. THE MOTION CARRIED UNANIMOUSLY.

**V. Report from Chairman of the Board**

**A. Board Education – Design Presentation: Oak Forest Health Center (Attachment #2)**

The following individuals presented an update on the design of the Oak Forest Health Center: Joy Wykowski, Chief of Staff to the Chief Executive Officer; Sheila Atkins, Project Director for the Cook County Office of Capital Planning and Policy; Sylvia Edwards, Executive Director of the Oak Forest Health Center; Shirley Bomar-Cole, System Deputy Chief Operating Officer; Matt Bickel, representing Wold Architects and Engineers; and Dr. Terry Mason, System Chief Medical Officer.

Included in the presentation was information on the process, guiding principals, design, timeline and future plans. It was noted that this information was provided at an Open House event at Oak Forest Health Center on March 15<sup>th</sup>.

Following the presentation and discussion of the information, Director Ansell noted that, at a future meeting, it would be beneficial for the Board to revisit the Strategic Plan that was approved, to see how the System is currently aligned in its activities. Dr. Raju responded affirmatively; he noted that meetings are beginning to be held on that subject.

**VI. Report from Chief Executive Officer (Attachment #3)**

Dr. Raju provided an update on the following subjects: FY2012 Budget; 1115 Waiver; Oak Forest Health Center; Public Health Update; Corporate Compliance and HIPAA Education; Oral Health Update; and recognition of outstanding System employees. The Board reviewed and discussed the information.

As a part of his report, Dr. Raju indicated that he believes it is important to recognize the people who provide outstanding services at the System. He stated that he received correspondence from a patient who felt that they received exceptional services from Michelle Dumont, a Medical Intensive Care Unit nurse. He introduced and thanked Ms. Dumont for her outstanding efforts.

Additionally, Dr. Raju recognized and thanked Jeanene Johnson, System Interim Director of Performance Improvement, and Dr. Claudia Fegan, Chief Medical Officer of John H. Stroger, Jr. Hospital of Cook County, for their efforts and achievements, as outlined in his report.

**VII. Closed Session Items**

- A. \*\*Minutes of the Audit and Compliance Committee Meeting, March 6, 2012**
- B. \*\*Minutes of the Human Resources Committee Meeting, March 23, 2012**
- C. Review of Closed Session Board Meeting Minutes**

Director Carvalho, seconded by Director Muñoz, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” 5 ILCS 120/2(c)(21), regarding “discussion of minutes of meetings lawfully closed under this Act, whether for purposes of approval by the body of the minutes or semiannual review of the minutes as mandated by Section 2.06,” and 5 ILCS 120/2(c)(28), regarding “meetings between internal or external auditors and governmental audit committees, finance committees, and their equivalents, when the discussion involves internal control weaknesses, identification of potential fraud risk areas, known or suspected frauds, and fraud interviews conducted in accordance with generally accepted auditing standards of the United States of America.”

## **VII. Closed Session Items (continued)**

On the motion to recess the regular session and convene into closed session, a roll call was taken, the votes of yeas and nays being as follows:

Yea: Acting Chairman Ramirez and Directors Ansell, Butler, Carvalho, Golden, Greenspan, Lyne, Muñoz and Rothstein (9)

Nays: None (0)

Absent: Chairman Batts and Director O'Donnell (2)

THE MOTION CARRIED UNANIMOUSLY and the Board convened into closed session.

Acting Chairman Ramirez declared that the closed session was adjourned. The Board reconvened into regular session.

Director Carvalho, seconded by Director Lyne, moved the approval of the closed session minutes of the Meeting of the Board of Directors of April 30, 2010. THE MOTION CARRIED UNANIMOUSLY.

## **VIII. Adjourn**

Director Butler, seconded by Director Lyne, moved to adjourn. The motion carried unanimously and the MEETING ADJOURNED.

Respectfully submitted,  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXX  
Jorge Ramirez, Acting Chairman

Attest:

XXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

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ATTACHMENT #1

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
BOARD OF DIRECTORS**

**RESOLUTION**

**Sponsored by**

**WARREN L. BATTS, CHAIR, JORGE RAMIREZ, VICE CHAIR,  
DAVID A. ANSELL, M.D., THE HONORABLE JERRY BUTLER, DAVID CARVALHO,  
QUIN R. GOLDEN, BENN GREENSPAN, Ph.D., SISTER SHEILA LYNE, RSM,  
LUIS MUÑOZ, M.D., HEATHER E. O'DONNELL, AND RUTH M. ROTHSTEIN, DIRECTORS**

**WHEREAS**, the first Doctors Day observance was March 30, 1933 in Winder, Georgia. Eudora Brown Almond, wife of Dr. Charles B. Almond, decided to set aside a day to honor physicians; and

**WHEREAS**, March 30<sup>th</sup> marks the date that Crawford W. Long, M.D., of Jefferson, Georgia, administered the first ether anesthetic for surgery in 1842. On that day, Dr. Long administered ether anesthesia to a patient and then operated. Later, the patient would swear that he felt nothing during the surgery and wasn't aware the surgery was over until he awoke; and

**WHEREAS**, on March 30, 1958, a Resolution Commemorating Doctors Day was adopted by the United States House of Representatives. In 1990, legislation was introduced in the House and Senate to establish a national Doctors Day. Following overwhelming approval by the United States Senate and the House of Representatives, on October 30, 1990, President George H. W. Bush signed S.J. RES. #366 (which became Public Law 101-473) designating March 30, 1991 as "National Doctors Day."; and

**WHEREAS**, more than the application of science and technology, medicine is a special calling, and those who have chosen this vocation in order to serve their fellow man understand the tremendous responsibility it entails; and

**WHEREAS**, the day-to-day work of healing conducted by physicians has been shaped, in large part, by great pioneers in medical research. Some of those pioneers have come from the County Health System. Indeed, today we gratefully remember physicians such as Dr. Daniel Hale Williams and Dr. Bernard Fantus. Dr. Williams was a surgeon and the first African-American cardiologist. He performed the first successful open-heart surgery in the United States and founded Provident Hospital, the first non-segregated hospital in the United States. Dr. Bernard Fantus, a Hungarian American physician, established the first hospital blood bank in the United States in 1937 at Cook County Hospital, while he served there as director of the pharmacology and therapeutics department. These and other celebrated physicians have enabled mankind to make significant strides in the never-ending fight against disease; and

**WHEREAS**, in addition to the doctors whose names we easily recognize, there are countless others who carry on the quiet work of healing each day throughout our Health System. Common to the experience of each of them, from the trauma surgeon to the specialist in research to the primary care physician, are hard work, stress, and sacrifice. All those who serve as licensed physicians have engaged in years of study and training, often at great financial cost. Most endure long and unpredictable hours, and many must cope with the conflicting demands of work and family life.

**WHEREAS**, we, as a society, owe a debt of gratitude to our physicians for their sympathy and compassion in ministering to the sick and in alleviating human suffering.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Cook County Health and Hospitals System, on behalf of the more than five million residents of Cook County served by the System, does hereby acknowledge March 30, 2012 as National Doctors Day in recognition of the contributions of doctors to individual lives and communities. We are grateful to you all.

Approved on March 29, 2012 by the Board of Directors of the Cook County Health and Hospitals System

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ATTACHMENT #2



# OAK FOREST HEALTH CENTER CAPITAL RENOVATION PROJECT UPDATE

COOK COUNTY HEALTH & HOSPITALS SYSTEM  
BOARD OF DIRECTORS MEETING  
MARCH 29, 2012

**CCHHS**

# PROCESS

## How did we get here



- **Strategic Plan: Vision 2015**
  - Approved by CCHHS Board of Directors June 2010
  - Approved by Cook County Board of Commissioners July 2010
- **Certificate of Need for the Oak Forest Campus**
  - Approved by Illinois Health Facilities and Planning Board August 2011
- **Transition to Oak Forest Health Center September 2011**
- **Wold Architects and Engineers**
  - Selected by the Cook County Office of Capital Planning and Policy August 2011
  - County Procurement Officer approves engagement November 2011
- **OFHC Capital Project Subcommittee Initial Meeting December 2011**
  - Clinical Services Subcommittee - Claudia Fegan/Terry Mason
  - Philosophy/Needs Assessment Subcommittee - Shirley Bomar-Cole/Sylvia Edwards
  - Steering Committee - Carol Schneider/Terry Mason
- **OFHC Open House March 2012**



# GUIDING PRINCIPLES

## Philosophy of the Oak Forest Health Center

- “Whole-person” care with timely/ready access; emphasis on care coordination and communication
- Maximizing clinical vs.. administrative space with a flexible design to support multiple providers/services
- Design to maximize staffing efficiency, support patient/staff safety and comply with regulatory/licensure standards
- Waiting areas to address patient and family needs
- Focus on patient flow and establishment of intuitive way finding



## DESIGN

### Phase I- Ground Floor

- Maximize existing square footage available on Ground Floor of Building New E to create new space as follows:
  - Diagnostic Imaging (5,400 SF)
  - Central Registration / Waiting / Call Center (2,000 SF)
  - Laboratory (660 SF)
  - Care Link (370 SF)
- Support guiding principles/philosophy by placing emphasis on creating functional space focused on the experience of the patient.
- Reinforce objectives for “re-branding” OFHC identity and for providing high quality services to the south suburbs.
- Anticipate programmatic and functional requirements of subsequent phases of the renovation; and establish standards for colors/finishes, way finding, shared staff support space.
- Maintain uninterrupted operation of ongoing services during construction.



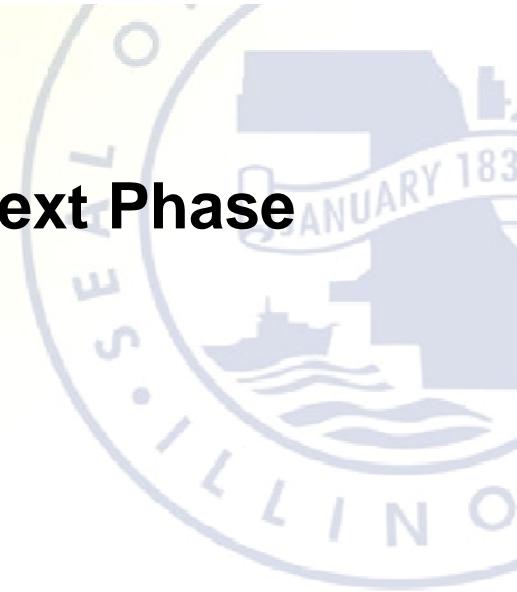
## TIME LINE

### Key Project Milestones

- Issue Demolition Package Drawings: April 16, 2012
- Demolition Package Bid Opening: May 3, 2012
- Demolition Activities: May – June 2012
- Issue Construction Package Drawings: May 31, 2012
- Construction Package Bid Opening: June 22, 2012
- Construction Activities: June – Sept 2012
- Procurement of Equipment and Furniture: June – Sept 2012
- Construction Substantial Completion: Sept 25, 2012
- Delivery of Equipment and Furniture: Sept 2012
- Move-In/Occupancy of Ground Floor: Sept/Oct 2012

## FUTURE

### Oak Forest Health Center Campus – the Next Phase



- Immediate Care Center
- Primary Care
- Specialty Care
  - Diagnostics – inclusive of Screening Mammography
- Chronic Disease Management
  - Farm-Med – Relationship with Univ. of Illinois Extension

#### Historical Land Survey

- Proposed Markham Project
- Oak Forest Preserve Master Plan

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ATTACHMENT #3



**RAM RAJU, MD, MBA, FACHE, FACS**

**CHIEF EXECUTIVE OFFICER**

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**REPORT TO THE BOARD OF DIRECTORS**

**March 29, 2012**

#### **FY 2012 BUDGET**

Weekly meetings with the finance team to discuss the accounts receivable report for the week prior and the level of physician billing continue as well as meetings with the State regarding the status of pending Medicaid applications. The Second Supplemental Agenda for today's Board of Director's meeting is request to execute a Data Sharing Agreement between the Illinois Department of Human Services and the Cook County Health and Hospitals System to further assist the process. Progress in collecting outstanding claims continues through the month of March and actual collections are also expected to improve. The Centralized Business Office has been established at the Oak Forest Campus. Centralized registration is being established at multiple locations and centralized scheduling is in the process of implementation.

#### **1115 WAIVER**

On March 13<sup>th</sup> we had a very constructive conversation with the Centers for Medicaid & Medicare Services in which CMS agreed to a schedule of biweekly calls regarding the waiver application. I would like to thank Heartland Alliance Outreach, Access Living of Metropolitan Chicago, the Aids Foundation of Chicago, and SEIU Local 73/Doctor's Council for voicing their support for our waiver application at the Medicaid Advisory Council Meeting on March 16<sup>th</sup>. With the assistance of the President's Office on March 28<sup>th</sup> we will be traveling to Springfield, Illinois to meet with state legislators regarding the 1115 Waiver request and the necessary enabling legislation.

#### **OAK FOREST HEALTH CENTER**

The Capital Committee continues to make progress in the planning of the Oak Forest Health Center. The Board Education for the March 29<sup>th</sup> CCHHS Board Meeting will be an update on the OFHC Capital

Renovation Project. The Immediate Care Center successfully moved to the New "E" Building on February 25<sup>th</sup>. On March 15<sup>th</sup> we held an Open House on the site of the capital project. The invite list was compiled from the OFHC community, religious organizations, public officials, healthcare leadership, plus Southland Health Advisory Council membership, and CCHHS staff and union leadership. Tables were set-up with documentation and models throughout the room in order to promote movement and discussion and staffed by issue experts illustrating the following:

- OFHC Guiding Principles (CCHHS Leadership)
- Immediate Care Center, New E Building Plan Configuration (Wold Architecture, Engineers and the Cook County Office of Capital Planning & Policy)
- OFHC Services Definition (ACHN Staff, Nursing)
- Oak Forest Preserve Master Plan/Timetable (Conservation Design Forum consultant for Cook County Forest Preserve District)
- General Information table for take-away pieces including new OFHC brochures, screen shot of CCHHS website, business cards, CareLink, OFHC Lifestyle Center flyers (OFHC Public Affairs)
- Commemorative photo board covering century of service to south suburban communities.

Discussion was lively and positive, with a cross-section of CCHHS staff including Dr. Raju, System and Leadership, south suburban healthcare and community leadership, and County Commissioners/staff. A photo page of the event will be appearing in the CCHHS newsletter April **Note**. Apostle Carl White, of the Southland Health Advisory Council and Southland Ministerial Healthcare Network (SMHN) offered to host an upcoming SMHN meeting at the Health Center, with the OFHC capital project renovation plan and the guiding principles featured on the agenda.

#### **PUBLIC HEALTH UPDATE**

The Cook County Department of Public Health submitted the Statement of Intent to pursue accreditation which was accepted on February 13, 2012. The Accreditation Team is in the process of selecting and/or developing the required systems and documents to address the standards and measures. A shared folder system for each of the 12 domains has been implemented allowing the team to review documents against the criteria. Outbreaks of norovirus persist in suburban Cook County. Influenza like Illness (ILI) activity continues to show an increasing trend with Influenza A as the predominant circulating strain. Hospital admissions to ICUs for infections due to influenza have also increased. CCDPH continues to collaborate with both the Chicago Department of Public Health and the Cook County Department of Homeland Security and Emergency Management in preparing for the NATO summit.

## **CORPORATE COMPLIANCE AND HIPAA EDUCATION**

The CCHHS is committed to do business with honesty and integrity and in compliance with all rules and regulations. Through our Office of Corporate Compliance we've developed initiatives and programs to communicate this commitment. An important initiative is Corporate Compliance and Patient Privacy (HIPAA) education.

- The education helps to guide the workforce; it parallels guidance set by the Department of Health and Human Services, Office of Inspector General.
- We have implemented this education through an electronic learning management platform.
- The use of an electronic learning management platform will provide, for the first time, clear monitoring and tracking of not only Corporate Compliance and HIPAA education but all County Curriculum.

The electronic learning management platform was demonstrated at the Audit Committee Meeting of March 6, 2012 and is referenced in the minutes of that committee.

## **ORAL HEALTH UPDATE**

On November 10, 2011 the CCHHS Finance Committee granted an approval of payment for one-time funds in the amount of \$1M to Community Health to provide dental services to the uninsured throughout Cook County. The following is an update on the provision of those services.

### **FY 2011 Appropriation**

The agreement with Community Health has been changed from a four year time period to a two year time period. Payment will be made in semi-annual installments. The time period was changed due to the additional funding approved through the FY 2012 budget amendment process. Currently a draft contract is under review by Community Health. Deliverables in the contract under review are as follows:

- Community Health will hire a hygienist to work with volunteer dentists caring for CCHHS patients;
- During the two year period, Community Health will renovate their Englewood dental site and expand hours to allow a CCHHS dentist to see CCHHS patients at the site;
- Community Health will expand hours at their West Town site to allow a CCHHS dentist to see CCHHS patients;

- Community Health will initiate dental services, using volunteer dentists and a paid hygienist, at both Robbins and Oak Forest. Tours of Robbins and Oak Forest have already occurred and an assessment of the equipment is in process;
- Community Health will be responsible for all dental supplies provided to CCHHS patients seen at Englewood, West Town, Robbins and Oak Forest;
- Community Health will work collaboratively with CCHHS to initiate dental services at a site in the northwest suburbs of Cook County.

#### **FY 2012 Appropriation**

The additional \$1M funding facilitated reactivating the Oral Health Business Unit within the Ambulatory and Community Health Network (ACHN). With the approval of the additional funding through the FY2012 budget amendment process there has been a commitment from the Cook County Board of Commissioners for ongoing oral health funding, enabling CCHHS to hire dental staff and secure supplies to expand services offered to ACHN primary care patients beyond extractions. The services to be delivered will be more in line with the CCDPH, Cermak Health Services and the CORE Center scope of services which includes fillings, cleanings and prevention. The additional funding approved through the FY 2012 budget process was added to the ACHN 260 Account-Professional Services for oral health services. This was in addition to \$300,000 ACHN had budgeted for oral health.

- A request was approved by Dr. Raju to reactivate the Oral Health business unit in ACHN that was deactivated in FY 2007. The \$1.3M was distributed to several accounts, creating a personnel account, i.e. Oral Health Director, 2 dentists; 2 hygienists and 2 dental assistants; supply account; medical equipment and other accounts to support the business unit and provision of oral health services across the Health System.
- In addition to personnel, supplies and equipment, the proposed budget provides for a possible lease agreement for a northwest suburban dental site. Negotiations are in process with Northwest Community Hospital, our current partner for the Vista Health Center located in Palatine.
- The transfer of the \$1.3M is now under review by the County Budget Director.
- The job description for the Oral Health Director is under review by CCHHS Human Resources and will go before the Position Control Committee once the business unit is reactivated.

## RECOGNITION

Jeanene Johnson has served as Interim Director of Performance Improvement for the past two and one-half years. Her team specialized in operational performance improvement, decision support and knowledge management. Throughout her tenure Jeanene has assisted/led performance improvement implementation efforts, served as CCHHS Project Managers on key projects, provided Decision Support functions and implemented Siemens Decision Support, and managed, enhanced and expanded management's use of CCHHS's knowledge repository, the "Knowledge Web". Jeanene has worked very closely with senior leadership for a smooth transition. I want to thank Jeanene and her team for the contributions they have made throughout the Health System.

Our own Dr. Claudia Fegan, Chief Medical Officer at Stroger Hospital, is the recipient of the 2<sup>nd</sup> Annual Soul of Medicine Award. The award is given to physicians who inspire medical students to work for social justice. Given jointly by Physicians for Social Responsibility & Physicians for National Health Program, the organization tries to select local members who have been actively involved in social justice. Physicians for Social Responsibility is the largest physician-led organization in the U.S. working to prevent nuclear war and proliferation and to slow, stop and reverse global warming and toxic degradation of the environment. Physicians in the National Health Program (PNHP) is a single issue organization advocating a universal, comprehensive single-payer national health program. PNHP has more than 18,000 members and chapters across the United States. We are proud of Dr. Fegan's role in advocating for the community.